

OP Action Item From IG's Report on Training

Recommendation No. 23 (Page 92 of Report)

No OP Work Project No.

Action assigned to: D/Pers

Recommendation: The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers.

DD/S Comment: I do, of course, concur in the need to see to it that the bases for such prejudices are eliminated. The Directors of Training and of Personnel will work together to this end.

It is a long established policy that the JOT's be given a clear, accurate, and unbiased picture of the Agency's mission, organization, and functions and of the mutual interdependence of its parts. But JOT's will form their own preferences regardless of any action we can take, and most JOT's possess a natural preference for service overseas.

One possible source of the prejudice cited by the Inspector General is the fact that most JOT's are to be assigned to one major component. Since only small minorities are to be assigned to the two other major components, and since there is no indication whatsoever of advantages or "eliteness" in being selected for a minority group, there is a natural crowd or group tendency to consider the majority group as more important to the Agency. If more JOT's were utilized by DD/I and DD/S, it is believed that this prejudice among the JOT's would probably not come into being. To this end, a more intense effort will be made in the future to select JOT's for careers in DD/I and DD/S.

(D/Pers Comment: Agree. In our recruitment process, we shall take every action to broaden our recruitment standards and appeal to the degree that the JOT program is expanded to cover DD/I and DD/S requirements.)

DDCI Action: Approved.

OTR Proposed Action: This is being done, through orientation, consultation, and briefing.

OTR Proposed Report of Action: On his part, the Director of Training has on several occasions brought this matter to the attention of all OTR officers having official responsibilities for administration or training of Junior Officer Trainees. In particular this problem has been reviewed with: a. the JOTP staff, who have special responsibilities for orientation, briefing, consultation and guidance; and b. Intelligence School, Operations School, and [redacted] instructors.

The JOT training program has as one of its training objectives an appreciation of the mission and functions of each of the Components as integral, coequal, and interdependent parts of the Agency. The JOT is indoctrinated to think of himself as a CIA employee, not as DD/P, DD/I, or DD/S. A Program Coordinator has been designated, responsible to the Director of Training, and one of his tasks is to see to it that this point is maintained throughout the JOT training program.

Finally, as long as a great majority of JOT's are placed with the Clandestine Services, the latter cannot help but occupy a position of major interest in the minds of most JOT's. The inference of prejudice and second-class status is, we feel, an overstatement of the situation.

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for the future. (The problem of training specialists for the intelligence profession is appraised more fully in the following section of this report entitled "Training the Specialist Professional Officer".)

d. Placement of JOT's.

(1) The JOTP exercises substantial freedom in the assessment and allocation of JOT's to specialized training and in their placement in operating offices for on-the-job training. Part of the explanation lies with the Agency, part with the JOT's themselves.

(2) Few if any Agency components have successfully projected manpower requirements several years into the future, either in terms of numbers or special qualifications. Any projected division requirement for a given number of officers with specific language, area, or other competence may have doubled or evaporated three years hence depending on a host of possible developments. In consequence, operating offices have been forced to limit their specifications to the general qualifications of character, educational performance, linguistic aptitude and personality. The JOTP has employed educational and psychological screening as aids to JOT selection but in the last analysis has relied on its collective judgment based on long experience.

(3) The Program has also shown considerable tolerance toward the preferences of the individual JOT, both at time of selection for specialized, e.g., case officer, training and later in the selection of a job assignment. Some men with excellent qualifications for the DD/I and DD/S can regularly be expected to find the DD/P more attractive. Thus it is not certain at this stage that the new DD/I and DD/S quotas can be

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filled. There is an understandable gravitational pull to the DD/P career but in addition there is a subtle instructor and student climate that rates selection to the DD/P as success and allocation to the other Directorates as "second rank" performance. In some instances this climate is generated even in the recruitment stage. The JOTP, OTR and the Office of Personnel must combat these prejudices with vigor if they are to cater successfully to the basic needs of the DD/I and DD/S.

(4) The JOTP and the Directorates are overly isolated from each other and communication on junior officer training policies at the intermediate command levels is clearly deficient. One answer, as with recruitment, is to rotate line officers to serve on JOTP panels that make basic decisions so that their advice on placement policy will be assured. The JOTP will acquire a convincing base for its judgments and the line officials will return to their regular duties with increased awareness of training and personnel development policies.

e. Attrition among JOT's

(1) It was noted earlier that the JOT is expected to stand on his own two feet following graduation from JOTP sponsorship. How well he is succeeding in doing so is a matter of obvious concern to trainers for the light it may shed on the effectiveness of selection, instruction and motivation. The subject is of increasing interest in the Agency; however, there is as yet no systematic program for review of JOT careers and identification of adjustment problems before they mature to the point of resignation. Both the Office of Personnel and the Inspector General Staff conduct resignation interviews, and the Directors